Unknown

From: Governor Sarah Palin (GOV sponsored) [governor@alaska.gov]
Sent: Tuesday, October 23, 2007 10:42 AM
To: Smith; Lynne M (GOV)
Subject: FW: Government Acquisition Management Training - For Gov't & Gov't Contractors

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From: Government Best Practices Training Series [mailto:admin@marketaccess.org]
Sent: Tuesday, October 23, 2007 4:53 AM
To: Governor Sarah Palin (GOV sponsored)
Subject: Government Acquisition Management Training - For Gov't & Gov't Contractors

To: governor@gov.state.ak.us *****Government Business Management - 5 Workshops - Best Practices Training. These courses routinely fill up early. Please register soonest.**

All workshops are recommended for Continuous Learning Points (CLPs) toward DAWIA/FAC-C requirements. A Government*Horizons Certificate of Completion will be provided to all attendees upon conclusion of the workshop.

Video Training Also Available: ***Introduction to Federal Government Contracting*** now available in four one-hour video training modules. Designed for new employees or newly assigned to government contract effort, this training is the most flexible video training available. Includes course book, Q&A with the instructor, and 30-days access to the modules. For more information go to **www.governmenthorizons.org.** Government*Horizons is proud to be recognized as a training partner with the Defense Acquisition University (DAU) and GSA. Over 27 companies and agencies have purchased site licenses for this training.

Government*Horizons Training Workshops (TM)

Performance Based Contracting

November 5-7, 2007

Performance Work Statements

November 8-9, 2007

Outstanding course. I feel ready to take on my task order next week.- Murray Rupert, Dept. Dir., Logistics, DoD.

Critical Roles and Responsibilities of the COR/COTR

December 12-14, 2007

Very informative – I'm new to COTR...I was a novice.- Program Analyst, USDOL

GAO's Principles of Federal Appropriations Law Workshop

December 17-19, 2007

Excellent course! Complete and wonderful learning experience from beginning to end.- Carrie Limo, Logistics Management Specialist, Logistics Transformation Agency

Government*Horizons Training Center
Arlington, VA

For details on all of these courses and more, to to www.governmenthorizons.org.

Performance Based Contracting

This three-day course will assist agencies in meeting their performance-based contracting goals. The course provides a step-by-step analysis that will enable you to successfully conduct a performance-based acquisition and minimize the risk of protest. Topics include: overview of the performance based acquisition process, identification and explanation of the key instances for performance based requirements, development of those requirements including stronger program rationale, description of work, definitive outputs, and forming and using performance metrics. Learn a step by step approach you can use to get the right requirements defined at the right time so that better contractors can be chosen and stronger performance can occur.

Who Should Attend

- Agency Program Managers
- Budget and Financial Officers
- General Counsel
- Contracts Administrators
- Contracting Officers
- Procurement Executives
- Personal Services contractors
- Federal support contractors
- Federal product and services suppliers, systems integrators

Course Syllabus

Introduction to Performance Based Contracting (PBC)
How to Successfully Implement PBC
Planning for a PBC Source Selection
How to Successfully Administer a PBC

Performance Work Statements

This two day workshop emphasizes the preparation of a performance-based work statement, the course focuses on the use of draft solicitations; team development of the work breakdown structure and task identifications; conversion of cost-plus requirements to fixed-price; use of incentives, deductions and penalties in connection with performance goals; and application of specific cost and performance measurement techniques, quality assurance surveillance plans and quality-related evaluation factors. You'll learn to incorporate proven best practices in performance-based service contracting, and you'll tackle issues in a hands-on environment emphasizing real-life, in-the-workplace skills.

Course Syllabus

- Policy on Contracting
- Market Research and Analysis

- Job Analysis

- Writing the Performance-Based Work Statement

COR/COTR

The contracting officer's representative (COR/COTR) plays an essential role in the planning, awarding and management of the government contract. They are the "eyes and ears" of the contracting officer in ensuring that technical requirements are being met and that the contractor is adhering to the terms and scope of the contract. Their technical expertise and project management skills are critical in designing performance-based acquisitions that successfully respond to risk, motivate excellent contractor performance, manage cost and schedule constraints and achieve contract goals and objectives.

In the Critical Roles and Responsibilities of the Government COR/COTR course, you'll learn the critical roles, responsibilities and best practices for being an effective COR/COTR. The course covers the COR/COTR's role throughout the government contracting process—from defining initial requirements to effective post-award performance management. You'll learn the importance of early risk assessment and how risk mitigation and control influences the pre and post award management of the contract. You'll also learn the many areas of the acquisition process where COR/COTR participation is essential in helping the contracting officer protect the interests of the government during contract execution. For industry attendees, you will gain keen insight into your government customer and how your company can help support the important role of the COR/COTR.

You will develop skills through various practical exercises and will receive a course manual containing many useful references that can be used long after you have completed the class.

What You Will Learn

- Defining the scope of the acquisition through use of a contract Work Breakdown Structure
- Identifying, analyzing and documenting risk
- Conducting market research and effectively collaborating with industry
- Planning and implementing a performance based services acquisition
- Developing a risk-focused Request for Proposal and evaluation criteria
- Understanding and participating in a best value source selection
- Properly executing the roles and responsibilities of the COR/COTR in post-award contract performance

Who Should Attend

- Current and future COTRs, CORs and Technical Monitors
- Commercial Vendor Relationship Managers (VRMs)
- Government and commercial project leaders and managers
- Contracting officers and administrators
- Acquisition officers
- Quality assurance personnel
- General Counsel
- Federal advisory and assistance contractors

Course Syllabus

1. Roles, Responsibilities and Authorities
2. Determining Acquisition Scope and Assessing Risk
3. Conducting Market Research and Planning the Acquisition
4. Performance Based Acquisition
5. Developing the Request for Proposal and Planning the Source Selection
6. Conducting the Best Value Source Selection
7. Post-Award COR/COTR Contract Management Principles

GAO's Principles of Federal Appropriations Law

In 1982, the GAO released its first edition of Principles of Federal Appropriations Law. It was a collection of the body of law governing the expenditure of federal funds. In 1991, the current four set volume was released.

Today, agency program managers, general counsel, contracts administrators and financial officers are all faced

with significant challenges in meeting organization needs within current budgets. What are the rules? How are they applied in practice? What are the typical mistakes made that result in wasted or lost funds? How can an agency protect its budget? How can an agency manager maximize their allocation?

The rules governing federal appropriations are complex, extensive and fill four binders. This course, taught by leading experts in government contract law, will provide the student with an overview of the rules, how they are applied, and most importantly, how to maximize funds with budget limits AND within the rules.

Learn precisely how the Federal government's budget and spending system works – and how to avoid impasses at each phase in the process, from initial planning through ultimate disbursement.

What You Will Learn

- Initial planning phase
- Budgeting
- Congressional role
- Limitations on spending
- Antideficiency questions
- Contract funding
- Personal liability
- Statutory compliance
- And more...

Who Should Attend

- Agency Program Managers
- Budget and Financial Officers
- General Counsel
- Contracts Administrators
- Procurement Executives
- Federal support contractors
- Federal product and services suppliers, systems integrators
- Financial Management Analysts

Course Syllabus

A. Legal Framework
B. Life Cycle of an Appropriation
C. Interpreting Appropriation Language
D. Availability of Appropriations as to Purpose
E. Availability of Appropriations as to Time
F. Availability of Appropriations as to Amount
G. Obligation of Appropriations

About Your Instructors

Laura Willetts- Performance Based Contracting and Performance Work Statement

Ms. Willetts has over 12 years of federal acquisition experience in the disciplines of contracting, financial management and A-76 studies. She is the President of Alura Consulting and Training, a small business, acquisition training and consulting firm headquartered in the greater Washington D.C. metropolitan area. Previous to founding Alura Consulting and Training, Ms. Willetts was Vice President of Contracts at ManTech Information Systems and Technology. While at ManTech, she also was the Chief of Acquisition Consulting and Training for AcqCenter, a division of ManTech Information Systems and Technology. AcqCenter provides government customers turnkey, full service acquisition solutions including consulting, training and software applications.

Robert Watts- COTR/COR

Robert Watts has over 26 years of federal acquisition experience in the disciplines of contracting, project management and financial management. He is the President of LodeStar Acquisition Services, a small business, acquisition training and consulting firm headquartered in the greater Washington D.C. metropolitan area. Previous to founding LodeStar Acquisition Services, Mr. Watts was Vice President of Acquisition Services at ManTech Integrated Data Systems from 1998 – 2004. The organizations he has led have helped over 500 government teams efficiently select and manage mission critical contractor products and services.

Steven N. Tomanelli- GAO

Steven N. Tomanelli owns an acquisition training and consulting company, Steven N. Tomanelli & Associates, a ten-year old professional services company with a proven track record of performance. Mr. Tomanelli offers high quality acquisition training and consulting services to public and private sector customers worldwide as well as a wealth of practical experience and has consistently achieved the very highest levels of customer satisfaction. Mr. Tomanelli is an attorney in the law firm of Wiley, Rein & Fielding in Washington DC and McLean, Virginia, where he specializes in government procurement law, including bid protests and contract claims.

Registration Charges

Both Performance Based Contracting and Performance Work Statements Workshops

- Industry: $1795 per person
- Small Business: $1695 per person
- Government: $1595 per person

Performance Based Contracting Workshop Only

- Industry: $1295 per person
- Small Business: $1195 person
- Government: $1095 per person

Performance Work Statement Workshop Only

- Industry: $995 per person
- Small Business: $895 per person
- Government: $795 per person

COTR/COR

- Industry: $1295 per person
- Small Business: $1195 per person
- Government: $1095 per person

GAO

- Industry: $1,295 per person
- Government: $1,195 per person

Registration Options

[1] Register on-line at www.governmenthorizons.org
[2] Phone Katie Smith at (703) 807-2758

[3] E-mail Katie Smith at ksmith@marketaccess.org
[5] Mail the Registration Form provided below to:
Government Horizons
4301 Wilson Blvd. #1003, Arlington, VA 22203

Location Information

All workshops will be held in the Government*Horizons Training Center in the NRECA Building at 4301 Wilson Boulevard, Suite #1003 (10th floor), Arlington, VA 22203.

--- REGISTRATION FORM ----

Performance Based Contracting- November 5-7, 2007

Performance Work Statements- November 8-9, 2007

COR/COTR- December 12-14, 2007

GAO- December 17-19, 2007

Attendee name:

Title:

Company/Agency:

Address:

City, State, and Zip Code:

Telephone Number:

Fax Number:

Attendee E-mail Address:

Training Coordinator E-mail Address:

Phone #:

REGISTRATION CHARGES (CIRCLE ONE):

Both Performance Based Contracting and Performance Work Statements Workshops

- Industry: $1795 per person
- Small Business: $1695 per person
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- Industry: $1295 per person
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- Industry: $995 per person
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COTR/COR

- Industry: $1295 per person
- Small Business: $1195 per person
- Government: $1095 per person

GAO

- Industry: $1,295 per person
- Government: $1,195 per person

Method of Payment:

Company Check Government*Horizons, Inc) - Tax ID: 20-4904026
Credit Card
Government P.O. (please attach)
Type of Credit Card (check one):

____Visa____MasterCard____American Express

Card Number: ______________________________

Exp. Date:________________

Name Printed on Card: ____

Signature (required): ____

Please fax this form, complete with payment information, to
(703) 807-2728 or mail it with your payment to:

Government*Horizons, Inc., 4301 Wilson Blvd, Suite 1003, Arlington, VA 22203

If you have questions about registration/payment, please call Katie Smith at (703) 807-2758. Thank you

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Email Recipient Instructions

Click Here to Unsubscribe from this Professional Government Business Management Training Announcements List.

Please allow 5 business days to complete.

Unknown

From: Sarah Palin [gov.sarah@yahoo.com]
Sent: Tuesday, October 23, 2007 9:13 AM
To: Mason; Janice L (GOV); Perry; Kristina Y (GOV)
Subject: Fwd: BP Criminal case

tentative 9am press conf with talis and fed agents on the BP settlement case in anchorage tomorrow

Note: forwarded message attached.

Unknown

From: gov.sarah@yahoo.com
Sent: Tuesday, October 23, 2007 7:10 AM
To: Mason; Janice L (GOV)
Cc: Perry; Kristina Y (GOV)
Subject: Friday

Pls keep Friday real flexible. I'm going to do a few things with piper that day... I think we'll do that costume thing at the mall that afternoon and I'll have her visit her teacher too. Also, is Juneau chamber on sat? I think we'll go to Juneau Christian Cntr on sunday.

Sent from my BlackBerry® device from Cellular One

Unknown

From: gov.sarah@yahoo.com
Sent: Tuesday, October 23, 2007 7:03 AM
To: PARNELL; S (GOV sponsored)
Cc: Perry; Kristina Y (GOV)
Subject: Re: Gov's FAI office

Very good - I'll let Kris know of this too.

Sent from my BlackBerry® device from Cellular One

-----Original Message-----

From: "PARNELL, S (GOV sponsored)" <sr.parnell@alaska.gov>

Date: Mon, 22 Oct 2007 21:24:43

To:gov.sarah@yahoo.com

Subject: Gov's FAI office

I had a good talk with Melissa Stepovich today. Sounds like she could use help here with the "business" community. I offered myself up and asked her to get me scheduled with the Fairbanks Chamber (to speak). I am doing Anch Chamber next week.

Also, I suggested she think strategically about using both of us, whether together or separate. I don't usually hear if I've been requested as a backup for you until after you decline. Often that's too late as I've already committed somewhere else. I asked Melissa to let me know if she's requesting me as your backup on something when she makes the request to Janice and I'll at least have it on the radar ahead of time. (I will also see if Kelly and Janice are communicating this way.)

Unknown

From: gov.sarah@yahoo.com
Sent: Tuesday, October 23, 2007 10:24 PM
To: Mason; Janice L (GOV)
Cc: Perry; Kristina Y (GOV); Leschper; Beth (GOV); Leighow; Sharon W (GOV)
Subject: AFN

It looks like opening ceremonies for AFN are 9am - but the sched says I'm not there until 10am. Would someone confirm the time for speakers to be there and seated on stage? Thanks - I don't want to walk in late.

Sent from my BlackBerry® device from Cellular One

Unknown

From: Bailey, Frank T (GOV) [/O=SOA/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=FTBAILEY]
Sent: Tuesday, October 23, 2007 9:25 PM
To: 'gov.sarah@yahoo.com'; Tibbles; Michael A (GOV)
Subject: Sitka Superior

Governor,

I have a call in requesting one final piece of info re: Sitka Superior. As soon as I get that I'll let you know. Then I can give you the final recap for you to make that choice.

Once the choice is made we'll notify the judge communication tree and work up the presser.

F

Unknown

From: gov.sarah@yahoo.com
Sent: Tuesday, October 23, 2007 8:43 PM
To: Frye; Ivy J (DOA)
Subject: Re: juneau chamber

Good job. Thanks - and Pip will behave herslef- I'll bring crayons and paper for her!

Sent from my BlackBerry® device from Cellular One

-----Original Message-----

From: "Frye, Ivy J (DOA)" <ivy.frye@alaska.gov>

Date: Tue, 23 Oct 2007 16:00:47

To:gov.sarah@yahoo.com

Subject: juneau chamber

I got a call from Cathie Roemmich this afternoon about your gasline team speaking at chamber next week. She said that there was miscommunication in her office and that her staff had accidentally booked Ralph Samuels on the same day. She asked my opinion and I told her I appreciated the call, but it was up to her discretion. I did point out that it would be two anti-ACES presentations in a row and she said that she would keep your team scheduled for next week. She thought I made a great point and asked that I convey to you that her chamber remains neutral :)

Also, she put me at a front table at the chamber dinner on Saturday if Ms. Piper wants to sit by me while you address the crowd :)

Unknown

From: gov.sarah@yahoo.com
Sent: Tuesday, October 23, 2007 7:21 PM
To: PARNELL; S (GOV sponsored); Colberg; Talis J (LAW)
Subject: Re: LG Succession

Ha!

:)

Sent from my BlackBerry® device from Cellular One

-----Original Message-----

From: "PARNELL, S (GOV sponsored)" <sr.parnell@alaska.gov>

Date: Tue, 23 Oct 2007 13:44:21

To:"Colberg, Talis J (LAW)" <talis.colberg@alaska.gov>

Cc:gov.sarah@yahoo.com

Subject: LG Succession

Talis,

Did that get your attention? Thought so.

So our thirteen year old daughter, Rachel, saw you on the news the other night. She looked over at me with a smile and said, "Daddy, is that the guy who always feeds you butter so he can be lieutenant governor?". :)

Kind of scary when even Rachel knows who my replacement is...ha

Unknown

From: Frye, Ivy J (DOA) [/O=SOA/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=IJFRYE]
Sent: Tuesday, October 23, 2007 6:28 PM
To: 'govpalin@alaska.gov'
Subject: Re: Don testifying

He was nervous, and not expecting questions but it wasn't too bad.

----- Original Message -----

From: Palin, Sarah (GOV sponsored)

To: Frye, Ivy J (DOA)

Sent: Tue Oct 23 18:26:46 2007

Subject: Re: Don testifying

He did great. He is wise.

----- Original Message -----

From: Frye, Ivy J (DOA)

To: Palin, Sarah (GOV sponsored); 'fek9wnr@yahoo.com' <fek9wnr@yahoo.com>; Perry, Kristina Y (GOV)

Sent: Tue Oct 23 17:57:14 2007

Subject: Don testifying

At 6:15 on gavel to gavel...sen resources mtg

Unknown

From: Palin, Sarah (GOV sponsored) [govpalin@alaska.gov]
Sent: Tuesday, October 23, 2007 6:27 PM
To: Frye; Ivy J (DOA)
Subject: Re: Don testifying

He did great. He is wise.

----- Original Message -----

From: Frye, Ivy J (DOA)

To: Palin, Sarah (GOV sponsored); 'fek9wnr@yahoo.com' <fek9wnr@yahoo.com>; Perry, Kristina Y (GOV)

Sent: Tue Oct 23 17:57:14 2007

Subject: Don testifying

At 6:15 on gavel to gavel...sen resources mtg

Unknown

From: Frye, Ivy J (DOA) [/O=SOA/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=IJFRYE]
Sent: Tuesday, October 23, 2007 5:57 PM
To: 'govpalin@gov.state.ak.us'; 'fek9wnr@yahoo.com'; Perry; Kristina Y (GOV)
Subject: Don testifying

At 6:15 on gavel to gavel...sen resources mtg

Unknown

From: gov.sarah@yahoo.com
Sent: Tuesday, October 23, 2007 4:59 PM
To: Mason; Janice L (GOV)
Cc: Perry; Kristina Y (GOV); Tibbles; Michael A (GOV); Nizich; Michael A (GOV)
Subject: Re: Troops

Thanks!

------Original Message------

From: Janice Mason

To: Governor Sarah Palin

Cc: K Perry

Cc: Mike Tibbles

Cc: M Nizich

Sent: Oct 23, 2007 4:44 PM

Subject: RE: Troops

Governor - I have a call into DMVA for this information. They will get back to me in the morning. They will try to give some data to us for the next 3 months out. This will be Army and Air National Guard.

Janice

-----Original Message-----

From: gov.sarah@yahoo.com [mailto:gov.sarah@yahoo.com]

Sent: Tuesday, October 23, 2007 4:16 PM

To: Mason, Janice L (GOV)

Cc: Perry, Kristina Y (GOV); Tibbles, Michael A (GOV)

Subject: Troops

Pls let me know when the next deployments and returns are.

Sent from my BlackBerry(r) device from Cellular One

Sent from my BlackBerry® device from Cellular One

Unknown

From: PARNELL, S (GOV sponsored) [/O=SOA/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=SRPARNELL1]
Sent: Tuesday, October 23, 2007 4:57 PM
To: 'gov.sarah@yahoo.com'
Subject: AFN

Today wrapped up the AFN Elder and Youth Conference. Was able to spend part of the afternoon. Ended up connecting with more Barrow folks than others. Well attended, positive themes and good mix of elders and young people.

Unknown

From: gov.sarah@yahoo.com
Sent: Tuesday, October 23, 2007 4:16 PM
To: Mason; Janice L (GOV)
Cc: Perry; Kristina Y (GOV); Tibbles; Michael A (GOV)
Subject: Troops

Pls let me know when the next deployments and returns are.

Sent from my BlackBerry® device from Cellular One

Unknown

From: gov.sarah@yahoo.com
Sent: Tuesday, October 23, 2007 3:31 PM
To: Mason; Janice L (GOV)
Subject: Re: Friday

I'll do Marty's mtg. Just plug in what's good for her/them. Thanks!

Sent from my BlackBerry® device from Cellular One

-----Original Message-----

From: "Mason, Janice L (GOV)" <janice.mason@alaska.gov>

Date: Tue, 23 Oct 2007 14:26:38

To:ExternalEmailgsp <gov.sarah@yahoo.com>

Cc:"Perry, Kristina Y (GOV)" <kris.perry@alaska.gov>

Subject: RE: Friday

Governor - I know that you want to keep Friday flexible. We do have a request in though from Marty Rutherford.

BG's Martin Houston would be willing to come to Juneau to meet with you either Friday, 10.26 or Saturday, 10.27. I think we may want to offer up Friday before noon.

Your schedule so far looks like this:

Friday, 10.26.07 - 2:15 - 3:00 p.m. - Alaskan/Russian Tea Party w/3rd grade classes at Riverbend. Piper invited also. I will give her the bookmarks to hand out to the classes.

5:00 p.m. - Haunted House @ Nugget Mall put on by Boy Scouts and JNU Firefighters. (If Piper would like to attend).

Saturday, 10.27.07 - 12:30 p.m. - Costume Contest @ Nugget Mall -

1:00 p.m. - Parade of Costume's

7:00 p.m. - JNU Chamber speech/dinner. Piper will be handing out awards

onstage.

Thanks, Janice

-----Original Message-----

From: gov.sarah@yahoo.com [mailto:gov.sarah@yahoo.com]

Sent: Tuesday, October 23, 2007 7:10 AM

To: Mason, Janice L (GOV)

Cc: Perry, Kristina Y (GOV)

Subject: Friday

Pls keep Friday real flexible. I'm going to do a few things with piper that day... I think we'll do that costume thing at the mall that afternoon and I'll have her visit her teacher too. Also, is Juneau chamber on sat? I think we'll go to Juneau Christian Cntr on sunday.

Sent from my BlackBerry(r) device from Cellular One

Unknown

From: PARNELL, S (GOV sponsored) [/O=SOA/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=SRPARNELL1]
Sent: Tuesday, October 23, 2007 2:21 PM
To: Rehfeld; Karen J (GOV)
Cc: 'gov.sarah@yahoo.com'
Subject: Slide fr OMB

Karen,

We no longer have the confidential docs from the Cabinet meeting. However, the one slide I asked OMB to prepare is one that I expressly requested for the purpose of my talk tonight to an economics group at UAF. To my knowledge there is nothing in it related to our budget deliberative process--it's all public info. Do you (or governor) see any reason why I can't use it tonight. I'm happy to make clear it's something I requested your shop prepare rather than something your group independently put out there. It will be on the projector--I won't have handouts. Ok to use??

Sean

Unknown

From: PARNELL, S (GOV sponsored) [/O=SOA/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=SRPARNELL1]
Sent: Tuesday, October 23, 2007 1:44 PM
To: Colberg; Talis J (LAW)
Cc: 'gov.sarah@yahoo.com'
Subject: LG Succession

Talis,

Did that get your attention? Thought so.

So our thirteen year old daughter, Rachel, saw you on the news the other night. She looked over at me with a smile and said, "Daddy, is that the guy who always feeds you butter so he can be lieutenant governor?". :)

Kind of scary when even Rachel knows who my replacement is...ha

Unknown

From: Frye, Ivy J (DOA) [/O=SOA/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=IJFRYE]
Sent: Tuesday, October 23, 2007 1:22 PM
To: 'gov.sarah@yahoo.com'
Subject: Re: Coffee?

Dang! You must be traveling w annette. When you get back then...

----- Original Message -----

From: gov.sarah@yahoo.com <gov.sarah@yahoo.com>

To: Frye, Ivy J (DOA)

Sent: Tue Oct 23 13:22:15 2007

Subject: Re: Coffee?

I'm just boarding flt now! Shoot...

------Original Message------

From: Ivy Frye

To: Governor Sarah Palin

Sent: Oct 23, 2007 1:19 PM

Subject: Coffee?

I'm off to get coffee if you want some.

Sent from my BlackBerry® device from Cellular One

Unknown

From: gov.sarah@yahoo.com
Sent: Tuesday, October 23, 2007 1:22 PM
To: Frye; Ivy J (DOA)
Subject: Re: Coffee?

I'm just boarding flt now! Shoot...

------Original Message------

From: Ivy Frye

To: Governor Sarah Palin

Sent: Oct 23, 2007 1:19 PM

Subject: Coffee?

I'm off to get coffee if you want some.

Sent from my BlackBerry® device from Cellular One

Unknown

From: gov.sarah@yahoo.com
Sent: Tuesday, October 23, 2007 12:28 PM
To: Balash; Joseph R (GOV)
Subject: Fw: Dems

Sent from my BlackBerry® device from Cellular One

-----Original Message-----

From: gov.sarah@yahoo.com

Date: Tue, 23 Oct 2007 20:25:02

To:"PARNELL, S (GOV sponsored)" <sr.parnell@alaska.gov>

Subject: Re: Dems

I'm listening right now...

Go team!

------Original Message------

From: PARNELL, S (GOV sponsored)

To: Governor Sarah Palin

Sent: Oct 23, 2007 12:22 PM

Subject: Dems

Boy, Rep. Gara is sounding awfully conciliatory. Very good work by your legis team!

Sent from my BlackBerry® device from Cellular One

Unknown

From: gov.sarah@yahoo.com
Sent: Tuesday, October 23, 2007 12:25 PM
To: PARNELL; S (GOV sponsored)
Subject: Re: Dems

I'm listening right now...

Go team!

------Original Message------

From: PARNELL, S (GOV sponsored)

To: Governor Sarah Palin

Sent: Oct 23, 2007 12:22 PM

Subject: Dems

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Sent from my BlackBerry® device from Cellular One

Unknown

From: PARNELL, S (GOV sponsored) [/O=SOA/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=SRPARNELL1]
Sent: Tuesday, October 23, 2007 12:22 PM
To: 'gov.sarah@yahoo.com'
Subject: Dems

Boy, Rep. Gara is sounding awfully conciliatory. Very good work by your legis team!

Unknown

From: Palin, Sarah (GOV sponsored) [govpalin@alaska.gov]
Sent: Tuesday, October 23, 2007 10:35 AM
To: Fagerstrom; Erika (GOV)
Subject: Re: Today

A chicken breast would be great- and tell Suzi thanks for the great steak last night

----- Original Message -----

From: Fagerstrom, Erika (GOV)

To: Palin, Sarah (GOV sponsored)

Sent: Tue Oct 23 10:34:02 2007

Subject: RE: Today

Would you like to have us send you off with grilled chicken or steak? Macadamia nuts seems to be all they give you on that AK Air flt.

I saw the newspaper clipping that you posted- cute!! :)

Erika Fagerstrom

Executive Residence Manager

Governor's House

State of Alaska, Office of the Governor

716 Calhoun Avenue, Juneau, Alaska 99801

Phone: 907-465-3500; Fax: 907-465-2031

-----Original Message-----

From: Palin, Sarah (GOV sponsored)

Sent: Tuesday, October 23, 2007 10:23 AM

To: Fagerstrom, Erika (GOV)

Subject: Today

It sounds like I'll be taking the afternoon flt instead of evening flt today- so I'll stop by to pick up my bags. Thanks!

Unknown

From: Palin, Sarah (GOV sponsored) [govpalin@alaska.gov]
Sent: Tuesday, October 23, 2007 10:23 AM
To: Fagerstrom; Erika (GOV)
Subject: Today

It sounds like I'll be taking the afternoon flt instead of evening flt today- so I'll stop by to pick up my bags. Thanks!

Unknown

From: gov.sarah@yahoo.com
Sent: Tuesday, October 23, 2007 10:12 AM
To: PARNELL; S (GOV sponsored)
Subject: Re: On BB

Ok!

------Original Message------

From: PARNELL, S (GOV sponsored)

To: Governor Sarah Palin

Sent: Oct 23, 2007 10:09 AM

Subject: On BB

I'm on BB if you need me to say anything about a topic

Sent from my BlackBerry® device from Cellular One

Unknown

From: PARNELL, S (GOV sponsored) [/O=SOA/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=SRPARNELL1]
Sent: Tuesday, October 23, 2007 10:09 AM
To: 'gov.sarah@yahoo.com'
Subject: On BB

I'm on BB if you need me to say anything about a topic

Unknown

From: Sarah Palin [gov.sarah@yahoo.com]
Sent: Tuesday, October 23, 2007 9:13 AM
To: Mason; Janice L (GOV); Perry; Kristina Y (GOV)
Subject: Fwd: BP Criminal case

tentative 9am press conf with talis and fed agents on the BP settlement case in anchorage tomorrow

Note: forwarded message attached.

Attachments:

BP Criminal case (7851 Bytes)

Unknown

From: PARNELL, S (GOV sponsored) [/O=SOA/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=SRPARNELL1]
Sent: Tuesday, October 23, 2007 7:39 AM
To: 'gov.sarah@yahoo.com'
Subject: Re: Meeting?

Sure, thank you.

----- Original Message -----

From: gov.sarah@yahoo.com <gov.sarah@yahoo.com>

To: PARNELL, S (GOV sponsored); Perry, Kristina Y (GOV)

Sent: Tue Oct 23 07:01:59 2007

Subject: Re: Meeting?

Can u come see me at 11:30 wed in Anchorage? I'll then rtn to the Valley to pick up Piper bc she's going to Fairbanks with me for AFN. Then back to Juneau the next day.

------Original Message------

From: PARNELL, S (GOV sponsored)

To: Governor Sarah Palin

Sent: Oct 23, 2007 5:39 AM

Subject: Meeting?

Are you in Anchorage for part of Wednesday or Friday? I'd like to have a private meeting with you or you and Kris P. if she's back.

Sent from my BlackBerry® device from Cellular One

Unknown

From: Frye, Ivy J (DOA) [/O=SOA/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=IJFRYE]

Sent: Tuesday, October 23, 2007 4:01 PM

To: gov.sarah@yahoo.com

Subject: juneau chamber

I got a call from Cathie Roemmich this afternoon about your gasline team speaking at chamber next week. She said that there was miscommunication in her office and that her staff had accidentally booked Ralph Samuels on the same day. She asked my opinion and I told her I appreciated the call, but it was up to her discretion. I did point out that it would be two anti-ACES presentations in a row and she said that she would keep your team scheduled for next week. She thought I made a great point and asked that I convey to you that her chamber remains neutral :)

Also, she put me at a front table at the chamber dinner on Saturday if Ms. Piper wants to sit by me while you address the crowd :)

Unknown

From: PARNELL, S (GOV sponsored) [/O=SOA/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=SRPARNELL1]

Sent: Tuesday, October 23, 2007 5:40 AM

To: Sarah Palin

Subject: Meeting?

Are you in Anchorage for part of Wednesday or Friday? I'd like to have a private meeting with you or you and Kris P. if she's back.

Unknown

From: PARNELL, S (GOV sponsored) [/O=SOA/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=SRPARNELL1]

Sent: Tuesday, October 23, 2007 5:40 AM

To: Sarah Palin

Subject: Meeting?

Are you in Anchorage for part of Wednesday or Friday? I'd like to have a private meeting with you or you and Kris P. if she's back.

Unknown

From: Balash, Joseph R (GOV) [/O=SOA/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=JRBALASH]

Sent: Tuesday, October 23, 2007 2:48 PM

To: 'gov.sarah@yahoo.com'

Cc: Tibbles; Michael A (GOV); Mason; Janice L (GOV); 'Frank Bailey'; Katz; John W (GOV)

Subject: Briefing paper regarding Alexander Creek

Alexander Creek empties into the Susitna River just a few miles from Cook Inlet. The village on that creek is located just over 27 miles northwest of Anchorage. The original village population was decimated by disease and the survivors migrated to Tyonek in the 1920s. By 1939, Native families began to reoccupy the original village site.

Following the enactment of ANCSA, which required 25 residents to make a village eligible for selection status, the BIA determined there were 37 Natives properly enrolled to the village. However, most of the land that would have been available to the village for selection was already conveyed to the State and the Mat-Su Borough. Protests ensued and an adjudication process began. The ANCSA Appeal Board determined that there were only 22 village residents—three short of the required 25. Alexander Creek appealed to the district court, which in 1975 ordered the village reinstated. Appeals and litigation continued, but despite victories in the district and appellate courts, the village, CIRI, and the US Government signed an agreement whereby Alexander Creek dropped its claim to be a village in exchange for group status. This meant the village would receive significantly less acreage.

As the next generation of leaders grew into adulthood, including Stephanie Thompson, they realized the significance of the court victories won by the village and what should have been done by their predecessors. As a result, they have sought and won the support of CIRI, AFN, and the Mat-Su Borough in pursuit of congressional legislation to re-open ANCSA to recognize Alexander Creek.

Earlier this year, as in years' past, Congressman Young introduced legislation to effectuate Alexander Creek's goals. Recently, he has made efforts to secure a hearing in the House Resources Committee. He has not, however, asked for State support or testimony. Privileged o

Privileged or Personal Material Redacted

Unknown

From: Tibbles, Michael A (GOV) [/O=SOA/OU=FIRST ADMINISTRATIVE GROUP/CN=RECIPIENTS/CN=MATIBBLES]

Sent: Tuesday, October 23, 2007 4:53 PM

To: Sarah Palin

Subject: FW: DOC Media Issues

FYI -- If you would like more info, please let me know.

Mike

From: Ruaro, Randall P (GOV)
Sent: Tuesday, October 23, 2007 4:40 PM
To: Leighow, Sharon W (GOV); Leschper, Beth (GOV)
Cc: Tibbles, Michael A (GOV)
Subject: DOC Media Issues

Sharon:

Commissioner Schmidt called. There are 2 stories out there that you may want to be aware of.

1) A DOC employee contacted Channel 11 and said there is a rampant outbreak of staph at Spring Creek. Commissioner Schmidt said this is not true. There have been a total of 9 cases this year. A Dr. Bingam with DOC may possibly appear and rebut the employee's claims.
2) Channel 2 interviewed Commissioner Schmidt about the problems with the prison in Arizona. It was more of an interest piece, what's it like to do time in Arizona than a hit piece.

Thanks,

Randy

22 October 2007

Annette Kreitzer, Commissioner
Department of Administration
10th Floor, State Office Building
PO Box 110200
Juneau, AK 99811

Dear Ms. Kreitzer:

I recently heard that the Department of Administration is embarking on a program to find ways to attract and retain quality state employees and to improve job satisfaction. I retired from the Division of Wildlife Conservation in 2003 after 26 years of service. During my last 3 years with the Division I was Research Coordinator in Fairbanks. My wife and I now run a small business specializing in wildlife research and management projects and I fly wildlife surveys with ADF&G biologists in many areas of the state. Since leaving ADF&G I have also had the opportunity to work with biologists from the Fish and Wildlife Service (USFWS) in Alaska, the ministries of natural resources in Manitoba, Ontario, and Labrador, and the Canadian Wildlife Service. Over the years, and especially recently, I think I have developed a pretty good sense of what factors contribute to job satisfaction in wildlife and fisheries agencies and why some agencies are much more attractive to high quality, self-motivated people than others.

During my last years with ADF&G, job satisfaction, brain drain to the federal government, and low salaries became major issues. I think your effort to address these issues is timely. ADF&G is still one of the best resource management agencies in the world, mostly because of the dedication and commitment of its staff. However, the quality of the agency is slipping. If some basic problems are not addressed soon, I'm not sure I'd be confident that ADF&G is among the best in 5-10 years. I think some of the problems are relatively easily fixed and I have some suggestions that I think will help. I urge you to address the salary, moral, and recruitment/retention issue as soon as possible. Current union negotiations are unlikely to solve problems for the Department of Fish and Game. Here are my specific observations and suggestions:

Salary. The relatively low salaries of state biologists are a problem but are only part of the current salary-related issues. Between about 1980 and 1990, ADF&G biologists were among the highest paid wildlife and fisheries biologists in the country and state salaries in Alaska were higher than federal salaries. Today, state biologists' salaries have slipped to about the middle of the range of salaries of state biologists nationwide. The salaries of federal biologists in Alaska and some other parts of the US are very high. In addition, in Alaska, the level of responsibility and workload of federal biologists and refuge managers is much lower than that of state Area Biologists and supervisors. So the real problem is that ADF&G (especially the Division of Wildlife Conservation) is understaffed, and many biologists (especially Area Biologists and supervisors) are underpaid and overworked. In contrast, federal biologists, refuge, and park staffs are overstaffed and more than adequately compensated for their level of responsibility. Before 1985-1990 there were few federal biologists and state biologists' jobs were fairly straightforward. Today, ADF&G biologists constantly interact with more highly paid federal managers and biologists. The jobs of most state biologists supervisors are also much more complex than they used to be, primarily because of conflicting dual federal/state management

issues. For Area Biologists and supervisors in ADF&G the current situation is guaranteed to produce a very high rate of job burnout. Although raising salaries will help, it will not solve the greater part of the problem that relates to understaffing, job complexity, and constant interactions with highly paid federal colleagues.

The problems above are not easily fixed, but one critical part of the solution is to get an increase in hunting license revenue to the Division of Wildlife Conservation, not so much to fund salary increases but to provide higher levels of staffing. Over the last 15 years inflation has reduced income from hunting licenses and the reduction in that stable source of income has led to reductions in entry level biologist positions in both the research and management programs. There is now a critical need for more Assistant Area Biologists and lower-level (WB-I and WB-II) research biologists. These positions help alleviate job burnout by providing help to upper level biologists and they also will provide trained staff to move into upper level positions when senior staff members retire or resign. *A hunting license increase bill (preferably from the administration) is absolutely critical right now to maintain the continuity and training of staff in the Division of Wildlife Conservation.*

Job Satisfaction: the 2 main reasons people leaving college want to work for ADF&G are dedication to wildlife conservation and because the jobs are perceived to be fun and satisfying. I don't believe that wildlife and fisheries biologists will follow the current trends of younger workers (i.e. short job tenure and high monetary of other rewards). Most people who go into wildlife and fisheries sciences are as dedicated to the profession now as they were 30 years ago. However, declining job satisfaction is a major problem.

During my tenure at ADF&G (and subsequently) many small things changed for the worse and a few things improved. Some of these small things that got worse could easily be changed back or improved. Here are some examples.

1) Ban on flying non-Department people in state aircraft. Until about 2002, we worked closely with graduate students on field projects that often involved flights in state aircraft. This was an important part of the informal mentoring/apprenticeship program, especially in Regions III and V. We also used to be able to fly Game Board members, university professors and other professionals on inexpensive familiarization flights. For unexplained reasons Risk Management abruptly banned this practice, despite the fact that state pilots in ADF&G have had an excellent safety record that is much better than the federal government (federal government pilots can fly non-federal employees). Thus ended an important part of our apprenticeship and training program and liaison with the University and the Board of Game. There can be minimum standards applied for flying experience and pilot ratings, but the blanket ban is unreasonable and needs to be relaxed.
2) Annual leave while in travel status. Various administrations have been better or worse about this. Some have failed to grasp that it is important for biologists to be able to take annual leave while on travel status. Opportunities to visit wildlife and fisheries management programs, to see how parks and refuges are managed, or to hunt and fish and see birds and animals in other countries and states are highly sought by wildlife professionals. These opportunities are usually informal and associated with professional meetings. Governments are rightly concerned about abuse of travel, but it was never a

problem with biologists in my 26 years with ADF&G. Allowing employees to take annual leave while in travel status provides a huge boost. These decisions should be left to an employee's supervisor and the division Directors as much as possible.

3) Safety issues. Some resource management agencies have become so concerned about employee safety that it has become difficult for employees to function. For example, the US Forest Service and Ontario Ministry of Natural Resources require employees to call in about every 30 minutes when they are flying. Many agencies even prohibit biologists from flying aircraft. When running snowmobiles, Ontario Ministry employees must drill holes in the ice on lakes every 200 feet, and must file trip plans with a regional office. These kinds of rules make it difficult to get the job done and discourage young people from wanting the jobs at all. Fortunately, Alaskan biologists have been treated relatively well in this regard (except for the ban a taking non-state employees in state aircraft). It is very important to leave decisions about safety up to field staff and their immediate supervisors. Although wildlife and fisheries biologists are in inherently risky professions, the risks cannot be managed by administrators in Juneau without compromising job satisfaction. Increasing bureaucracy seriously degrades job satisfaction and we need to guard against it.
4) Lack of opportunity for training, cross training and job sharing. ADF&G is not competitive with federal agencies or the private sector when it comes to training opportunities, primarily because of the lack of money, but also because of high work loads. High work loads also make it very difficult for biologists and supervisors to visit and work on other projects within divisions. This lack of diversity in job experience contributes significantly to job burnout.
5) Allowing beer and wine in state office buildings. During the 1970s in Fairbanks we often had Friday afternoon impromptu office parties and many other offices in the state did so too. It was a good way to unwind and share problems and accomplishments after a busy week. The information exchange at these gatherings was really good. Today, this kind of office socializing never happens. The effect on morale is significant. Decisions about beer and wine, and other such issues should be left to local supervisory staff.
6) Allowing dogs in office buildings. When Jim Brooks became Commissioner of ADF&G, he made sure that employees were allowed to bring their dogs to work where it was reasonable to do so, especially during hours outside of work. This was a very popular move. Many ADF&G biologists work in office buildings after hours to get required assignments done or to work on reports and publications during periods when they will not be disturbed by routine office activities. Being able to have a dog at the office (especially young dogs that are being socialized and trained) is important to many people. Today, in most offices, dogs are banned. At one point in the early 1990s in Fairbanks, the Administrative Officer even tried to ban employees from having dogs in their car in the parking lot. Unnecessary infringement of personal freedoms and small pleasures hurts job satisfaction. Some of these may seem like small issues, but for many ADF&G employees they are big.
7) Hazard pay and Overtime pay: My experience is that these kinds of things have been counterproductive. In the 1970s and 1980s, biologists and technicians were expected to work as necessary to get the job done. During slower months, they could take informal comp time to make up for the many extra days worked. Depending on supervisors, some ADF&G employees still work this way. I realize there are federal and union rules

involved, but maintaining flexibility is important. Comp time is a much better reward than overtime, hazard pay, etc., and once we get back to adequate staffing levels, informal comp time would be very helpful. At the present time it is not possible to use either formal or informal comp time because work loads for most employees are too high. (Other things that won't work or are counterproductive include "Employee of the Month" type rewards. Biologists just don't appreciate that kind of fluff because their primary motivation is to be able to make a difference in wildlife and fisheries conservation. Rewards from professional societies for excellent publications and programs are much more meaningful but are not something the administration has much control over.)

Despite the salary differential, at the present time I believe that most college graduates in wildlife and fisheries who want to work at a career in wildlife or fisheries management would rather work for ADF&G than for federal agencies because ADF&G puts a higher emphasis on productivity, addresses more real management issues, and is less bureaucratic. However, ADF&G does not necessary have its pick of the best graduates, as was once the case. Maintaining job satisfaction with the kinds of suggestions above and providing adequate staffing so that ADF&G (particularly the Wildlife Division) does not acquire a reputation for early job burnout will be critical to maintaining the state's competitiveness for new graduates.

Biologist Emeritus Program: Some other resource agencies have Biologist Emeritus programs. The aim of these programs is to provide a way for retired employees to still contribute their knowledge and experience to the functioning of the agency. Even long after they retire, many former ADF&G professionals remain interested in the profession and retain a sense of loyalty to the agency and their colleagues. ADF&G lost many valuable and relatively young employees because of the 20-year retirement program. Many of these people would like to remain active in the field and still be associated with ADF&G in some way. The opportunities for training and apprenticeship with an emeritus program are potentially great.

Retired employees could participate in an emeritus program by invitation. They could be provided office space (if available), clerical support to finish publications, and they could be provided travel support to professional meetings where appropriate, etc. Emeritus employees could help edit reports, participate in field work, including flying state aircraft to help mentor younger pilots, and they could be consulted on management decisions. The potential benefits to the state are great and the costs minimal.

I'm sure other retired employees have useful suggestions, and like me, are concerned about maintaining the quality of ADF&G employees and effectiveness of the agency. I'd be glad to continue to help your effort in any way.

Sincerely yours,

Patrick Valkenburg

Cc: Sarah Palin, Governor
Denby Lloyd, Commissioner, ADF&G

Doug Larsen, Director, Division of Wildlife Conservation
Kim Titus, Deputy Director, Division of Wildlife Conservation